

Strategies to Assure Integrity, Availability and Security

# CONTINUITY

*insights*

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## BCP at Citi: It's Crystal Clear

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## Cover Story

### BCP at Citi: It's Crystal Clear

BUFFY ROJAS, EDITOR-IN-CHIEF

Ask Rudy Garcia about his business continuity program and there are a few key phrases that you're going to hear quite a bit: crystal clear, business drivers, strategic planning, communication, useful information, day-to-day basis. Those phrases pretty well sum up Garcia's approach to BCP: Have a crystal clear understanding of the organization's business drivers. Develop a strategic business continuity program that is aligned with the business. Communicate that program to all relevant parties. Provide stakeholders, particularly top management, with useful information that will help them make business decisions. And add value to the organization on a day-to-day basis.

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Photo courtesy of Paula Wlodkowski.

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### 18 Sharing Information and Public-Private Partnerships

JL SMITHER

*Lessons Learned Information Sharing (LLIS.gov)* is designed to help prevent, protect against, respond to, and recover from all hazards by connecting emergency response providers and homeland security officials. Serving as the Nation's online resource for lessons learned and best practices, *LLIS.gov* contains over 10,000 homeland security-related documents, including after-action reports, federal guidelines, best practices, standard and emergency operations plans, and many others.

### 20 RIMS Presidents Talk BCP and ERM

CONTINUITY INSIGHTS STAFF

In business continuity circles, risk management is a hot topic. Many business continuity professionals talk about integrating with enterprise risk management programs, wonder how to build bridges with risk managers in their organizations, and see risk management, business continuity, and related disciplines "converging" in the future. But what do risk managers think about their business continuity counterparts? To find out, *Continuity Insights* recently spoke with incoming Risk and Insurance Management Society (RIMS) President Janice Ochenkowski and outgoing President Michael Liebowitz.

### 26 A Corporation and a College

ROBBIE LAROCCA

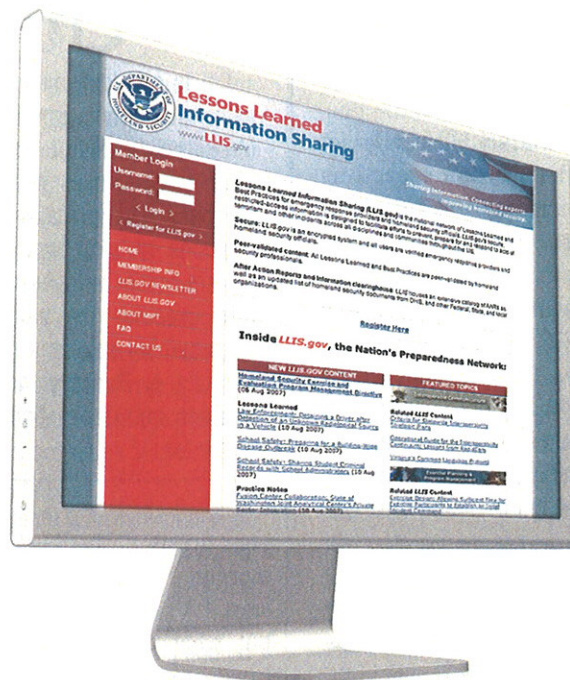
After much research, Wyeth made a decision late in 2006 to develop an internal Business Continuity Certification course. While comfortable with the scope of their knowledge, they thought they could do a better job training future business continuity leaders and coordinators internally. They teamed with a local college to make it happen.

### 30 Today's BCP: A Holistic Approach to Managing Business Risks

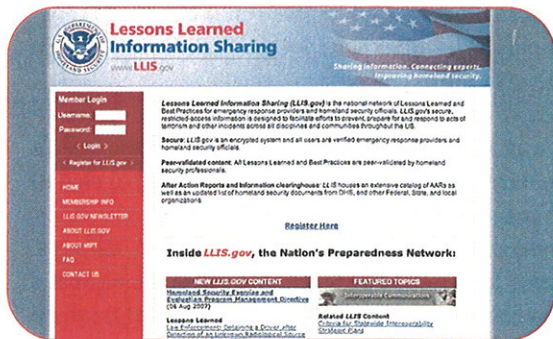
MIKE HAGER

Business continuity planning continues to evolve and gain prominence thanks to occurrences like hurricanes, dirty bombs, cyber attacks, etc. And companies with foresight recognize that BCP is a business necessity demanding a move from the traditional concept where IT is the driver, to one where enterprise-wide risk management — incorporating all critical business functions — is the key to addressing a broad range of potential hazards.





# Sharing Information *and* Public-Private Partnerships



JL SMITHER

**O**n April 19, 2004, the Department of Homeland Security and the Memorial Institute for the Prevention of Terrorism launched *Lessons Learned Information Sharing (LLIS.gov)*. This system, designed to help prevent, protect against, respond to, and recover from all hazards by connecting emergency response providers and homeland security officials, serves as the Nation's online resource for lessons learned and best practices. *LLIS.gov* contains over 10,000 homeland security-related documents, including after-action reports, federal guidelines, best practices, standard and emergency operations plans, and many others.

In just three years, *LLIS.gov* has gained over 36,000 registered users. Although registration is required to access the member directory and sensitive content, becoming an *LLIS.gov* member is completely free of charge. All members are vetted by the *LLIS.gov* staff to be sure individuals with access will use the information responsibly. *LLIS.gov* members include everyone involved in homeland security, from federal officials to private sector security managers who are responsible for issues such as public-private partnerships, continuity of operations plans, or business preparedness. The membership directory provides the contact information and primary disciplines of each *LLIS.gov* member so that they may easily share ideas.

*LLIS.gov* contains both original content and a large collection of documents from federal, state, local, and private sector organizations. *LLIS.gov* researchers work with a multi-disciplinary working group of subject-matter experts to set the research agenda and to produce peer-



validated content. These original documents capture expertise and innovation at the state and local levels. *LLIS.gov* users are also encouraged to provide documents and to recommend areas of focus for the researchers.

All content on *LLIS.gov* is organized into topic-specific pages that serve as one-stop shops for users to access, share, and discuss key emergency response and homeland security issues. Topics discussed on these pages currently include the private sector, community preparedness, planning, and critical infrastructure, among others. Each page contains related news stories, original research, plans, templates, studies, and more documents that emergency managers can reference to improve their organization's preparedness.

### **LLIS.gov and the Private Sector**

*LLIS.gov* works to facilitate information sharing among all levels of government and between the government and the private sector. Public-private partnerships encourage this exchange of information to make the country safer. *LLIS.gov* features an original Best Practice series, "Public-Private Partnerships for Emergency Preparedness," that discusses how to develop these partnerships; the necessary education, training, and technical assistance; the importance of emergency communications and information sharing; joint emergency planning; and resource management and sharing. This Best Practice provides many specific recommendations that both private and public sector organizations can take to protect the Nation's workforce, economy, and critical infrastructure.

In addition to this Best Practice series, other *LLIS.gov* original content documents address private sector involvement in homeland security and national preparedness. For example, a profile of the Columbia-Snake River Regional Maritime Security Coalition in the Pacific Northwest shows how a public-private partnership can improve security and continuity on a large scale. This partnership links maritime, land transportation, and air cargo sector stakeholders in Idaho, Oregon, and Washington as well as federal, state, and local emergency management agencies into a secure Web-based communications network. The Coalition makes the private sector's resources and expertise available to the public sector for the purpose of designing, implementing, and maintaining security approaches. The stakeholders work together regularly to become aware of risks and to prepare for

possible incidents. In an emergency, this real-time network would communicate any disruptions in the flow of commerce, and stakeholders would activate their standing continuity plans.

Another original document draws upon the 2003 New York City blackout to recommend that local jurisdictions should plan to include private sector managers in the Emergency Operations Center so that employers do not have to rely on incomplete information from unofficial sources, such as broadcast news and radio. With credible, confirmed information, employers and stakeholders can make informed decisions regarding the status of their businesses and employees.

Other documents on *LLIS.gov* cover topics such as pandemic influenza continuity planning, the role of the private sector in preparedness planning, and incorporating private sector representatives into regional fusion centers.

### **Join the LLIS.gov Community!**

To register for free access to the 36,000-member *LLIS.gov* network and to over 10,000 homeland security-related documents, follow the steps below:

1. Go to [www.llis.gov](http://www.llis.gov).
2. Click on the "Register for *LLIS.gov*" button on the left side of the page.
3. Fill out the registration form on the next page. Be sure to mention that you heard about *LLIS.gov* in *Continuity Insights*!
4. Wait for an email at the address you provided to confirm your registration. Once you get this e-mail, click the confirmation link. The application for registration cannot be approved without this step.
5. A few days after you click this link, you will receive another e-mail confirming your membership approval.
6. Log in to *LLIS.gov* and start learning from documents, contacting your peers, and offering documents of your own!

Templates and guidelines for creating continuity of operations plans and conducting risk assessments are also available.

*LLIS.gov* is a free, online resource that not only provides a comprehensive library of homeland security-related documents, but also connects private sector emergency managers with each other and with their public sector peers. By working together to incorporate both public and private sector risks and resources into emergency plans, our Nation can be more prepared to face all hazards. **CI**

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